

Application of:

Qualification Highlights

Senior leader in multiple fields

- Administrative functions and human resources management
- Environmental planning and historic preservation
- Federal disaster response operations
- Land management and working with partner organizations

Management Positions

Human Resources Officer (GS-15) May 2016- Present
Environmental Protection Agency, Region III, Philadelphia, PA

- Lead Human Resources functions for 800+ employees in Region III with a staff of 12.
- Utilize full range of special hiring authorities, e.g. Pathways, Peace Corps, Veterans, and persons with disabilities to expedite hiring and build diverse candidate pool.
- Developed SharePoint site and other tools to automate personnel action tracking and provide transparency on personnel action to managers and leadership.
- Work with Equal Employment Opportunity Advisor and Workforce Development, Diversity and Inclusion Council to address Employee Viewpoint Survey results, build employee development opportunities and increase hiring and retention of under-represented groups.
- Developing a comprehensive long-term training strategy and annual training plan with a budget of \$300,000 collaborating with divisions who sponsor and conduct training.
- Provide recommendations to senior leadership on controversial labor and employee relations issues, e.g. performance improvement, disciplinary actions up to and including removal and equal employment opportunity cases.
- Deciding official on Human Resource policies such as Anti-Harassment and grievances.

Mission Support Division Director (GS-15) May 2012-May 2016
Federal Emergency Management Agency, Region III, Philadelphia, PA 19106

- Led operations of the Region III's business services, including human resources, information technology, contracting, facilities, disaster workforce, security, safety, property, supplies and office administration for over 200 employees.
- Supervised two Branch Chiefs and 25 staff members in a diverse range of business services ranging from procurement to security in multiple locations.
- Managed the annual salary and benefits budget for \$1.8 million, operating budget of \$500,000 and contracting and procurement of goods and services for over \$4 million dollars.
- Served as Deputy Chief of the Interagency Regional Response Coordination Center for federal disaster response operations in six states in the Mid-Atlantic in over 14 activations.
- Served on FEMA's Hiring Advisory Committee to develop and implement strategies for Senior leaders to move FEMA's hiring process from over 300 days to 100 days.

Regional Environmental Officer (GS-14) February 2007 –May 2012
Federal Emergency Management Agency, Region III, Philadelphia, PA 19106

- Led environmental planning and historic preservation program for FEMA Region III. Reviewed and approved grants ranging from simple repairs to complex construction in six states in the Mid-Atlantic.
- Managed a local staff of seven subject matter experts and led up to 45 environmental staff in multiple states and disciplines for disaster operations.
- Led the preparation of complex interagency consultation documents, e.g. environmental assessments, memorandums of understanding and programmatic agreements.
- Advised senior Federal Officials on environmental and historic preservation compliance in over 20 major disasters in the mid-Atlantic, South and Mid-west.
- Served on FEMA's Environmental and Historic Preservation Advisory Committee to develop and implement strategies to improve and streamline Agency environmental and historic preservation review and consultation processes and develop new management directives.

Project Leader (GS-13)

March 1999 – February 2007

U.S. Fish and Wildlife Service, National Wildlife Refuge System
Milton, Delaware and Philadelphia, Pennsylvania

- Led the day-to-day operations of a National Wildlife Refuge. Provided oversight to all refuge programs including habitat management, environmental education, public use, maintenance, law enforcement, outreach, and administration. Managed and tracked annual operating budgets of over \$1.2 million.
- Directed land management programs at wildlife refuges up to 10,000 acres, including prescribed fire, hunting, wetland restoration and endangered species recovery.
- Represented FWS at public meetings and hearings and in print and broadcast media. Drafted responses to Congressional and public inquiries on Refuge issues. Reviewed and edited press releases, brochures, signs, and outreach and education materials.
- Worked with Refuge Friends groups to develop projects for native plant demonstration, construction, environmental education and public events.
- Represented the Refuge during negotiations with private industry as part a Natural Resources Damage Assessment team for a 193,000-gallon oil spill. Settlement resulted in dozens of acres of freshwater marsh restoration and new urban environmental education programs.

Executive Core Qualifications

LEADING CHANGE

As Mission Support Division Director, I led the effort to transform the FEMA Region III offices from a traditional fixed, assigned cubicle design to a flexible open office design. From 2012-2015, the FEMA Region III workforce grew by 60+ positions and was using contractors to work on special projects. However, the Region was unable to expand its footprint to accommodate new employees and contractors with cubes. Still on many days, over 50% of the cubes were open due to travel or leave. On other days, it was crowded; staff sometimes worked in the lunch room. There was not enough conference room space and meetings and trainings were frequently rescheduled due to a lack space. I was charged to retrofit the office to accommodate the new employees and contractors on a limited budget with no construction funds. This meant retrofitting our current offices into an open space plan while staff were working in them. In addition to the disruption that retrofitting would cause, employees and managers were opposed to

the open office environment.

- To kick off the effort, I built a retrofit business case presentation for all regional managers. I was able to show that assigned cubes were underutilized and meeting space was overbooked. I paired this information with a growing staff, shrinking space allocations and changing business practices such as teleworking, collaborative teams and frequent travel for emergency assignments. I provided case studies of open office utilization in government. I was able to show that a flexible open space plan could enhance the workplace. As a result, each Division agreed to nominate an employee to the retrofit steering committee.
- I worked with the employee steering committee to get input into the planning process. Through collaboration, we developed a flexible open space floor plan with flexible workstations, new division conference rooms, small team rooms and a dedicated training space. I incorporated the need for more wireless capacity and the requirement for personal equipment- transitioning from items like traditional phones to soft phones.
- I proposed and got buy-in for a phased plan that would take place over two fiscal years. This gave flexibility in future phases to make modifications if something didn't work in earlier phases. It also gave staff and managers time to adapt their work habits to the change.
- I worked closely with the employee steering committee to find ways to ease the transition and address emerging concerns. We set up a retrofit website with floor plans, timelines, FAQs, and links to policies. We presented retrofit updates at all hands meetings and answered employee questions openly. We developed competitions and games to lighten a tough transition. Along with another Senior Manager, I moved out of my office to the open space in the first phase of the project in order demonstrate that it was a workable concept.
- I established new policies and procedures for office allocation, etiquette, telework and conference room utilization to assist in implementing the transition.
- The outcome was a flexible space that could accommodate a growing workforce and provide more meeting and training space. The change led to increased collaboration across divisions and functions, more close mentoring of new employees and increased communication and understanding among functions.
- The reduction in required square footage per person will over the course of the lease provide significant savings to the real property budget in Region III.

LEADING PEOPLE

In May of 2012, I was asked to be the acting Mission Support Division Director of FEMA Region III. Mission Support provides administrative services, human resources and information technology services to the Region. The former Director had recently been indicted on federal charges. The Division had a reputation as being ineffective and difficult. Regional staff had developed numerous workarounds to avoid dealing the Division. This led to duplicative work, uncoordinated budget and staffing execution and constant last minute changes to priorities. Morale in Mission Support was low and staff turnover was high.

- To begin my role, I held a retreat to redefine Division roles and responsibilities and address long standing staff complaints. Moving forward, I communicated high expectations for performance and conduct to all staff through regular structured staff meetings and check-ins.
- I outreached to leaders in the Region to ask for their support and get insights what they thought the Division should be doing and doing better. I used the information to guide

divisional priorities and developing work plans.

- Based on input from staff and Regional leadership, I reorganized the Division to better reflect the customer services needed and take advantage of the staff skill sets.
- I established a Mission Support leadership team with the first line supervisors and key supporting budget and policy staff in the Division. The leadership team met weekly to resolve conflicts within the Division and tackle complex customer problems.
- I mentored and worked with staff and in no-fault environment, I encouraged staff to take actions where they had authority and knowledge and to research and learn where they didn't. Through the use of individual development plans, each staff member identified key training and developmental experiences for the next 3-5 years.
- I worked with staff to build a SharePoint site to automate administrative processes like room reservation, fleet management, and acquisition requests. It reduced duplicative work and increased transparency and accountability to customers. The system allowed us to track work and utilization of resources, e.g. I was able to show the use of vehicles and justify additional fleet vehicles. Through analysis that the SharePoint site made possible, I was able to justify two additional positions in Mission Support.
- The Mission Support leadership team became a partner with senior leaders. The team was asked to participate in the budget process early and through the multi- year work planning process that I established, we were able to better use Regions operating funds.
- The Division's reputation turned around and is seen as a high-performing organization. I was asked to take on national initiatives like FEMA's Hiring Advisory Committee.
- Four of staff members were selected for the highest award level in 2013, 2014 and 2015.

BUSINESS ACUMEN

When I came on board as the Human Resources Officer at EPA Region 3, there were no systems in place to track and manage recruiting and personnel actions for the 800+ employees in the Region. Responsibility for processing personnel actions was dispersed among the Divisions. No one was tracking these actions and there was no accountability for timeliness, accuracy or compliance with federal personnel requirements. Hiring and personnel actions were often delayed for months. It was difficult to track salary and forecast spending. Managers and employees were frustrated; employees' salaries and promotions were being negatively impacted.

- I developed a centralized tracking system for hiring, details, promotions and other personnel actions. We developed priorities for actions that had been backlogged for 6 months or more.
- I created a SharePoint site for Senior Managers to access real time information on the status of hiring and personnel actions. This provided transparency to senior leadership and budget officials and improved the Region's ability to track and manage personnel allocations.
- I mapped the hiring process within the Region and combined with tracking, I identified where there were roadblocks to faster hiring within the Region. I was able to recommend changes that could decrease the Regional time to hire.
- I work with budget officials to ensure that the Region is effectively managing its salaries and benefits accounts through better forecasting of hiring and other personnel actions.
- I outreached to all senior managers to assess their needs and priority personnel actions. I got on the agenda for all senior manager meetings in order to keep them informed and updated on changes in human resources. I meet regularly with them to discuss personnel actions.
- I mentored HR Specialists who were new to staffing and personnel through regular one-on-

one meetings as well as collaborative weekly meetings. I obtained hands on training for staff on IIR IT systems to build their capability and knowledge.

RESULTS DRIVEN

As the Deputy Chief of the Regional Response Coordination Center (RRCC) for FEMA Region III, I led the administrative functions of the Center during responses to major disasters and special security operations in six states. This required coordinating with other federal agencies, various FEMA Headquarters offices, Regional staff and Reservists. I prepared schedules, staffing plans, and administrative requirements. I quickly developed and enacted event-specific policies and memoranda. I approved funding for response operations for up to \$10 million. I served as the go-between with staff and senior leadership to ensure that the Center was running smoothly to support first responders and disaster survivors. I provided senior level guidance and oversight to training, policy development and operating procedures for the RRCC.

- When Pope Francis visited Philadelphia in 2015, the RRCC operated 24-hours/day at a continuity of operations (COOP) site in order to be capable to respond to any emergency. I oversaw the relocation of staff, communications and equipment to the COOP site in coordination with the City of Philadelphia, Pennsylvania State Police, Department of Homeland Security and the Secret Service. With restricted access and limited transportation, getting 30-50 staff to the COOP site for each 12-hour shift was a challenge. I provided guidance on transportation, devised a car pool system and arranged sleeping quarters.
- During Hurricane Sandy in 2013, I led the staffing of a 24/7 multi-week disaster response operation in Region III. I was responsible for mobilizing and activating personnel from FEMA and multiple federal agencies to support the federal response.
 - I coordinated staff accountability efforts with FEMA Headquarters. I was responsible for ensuring that staff were accounted for on a daily basis before and after the storm. I identified staff who had been impacted and developed a regional support plan.
 - I coordinated with multiple Regions and Headquarters to place staff with specialized skills such as floodplain mapping and GIS to work on key recovery efforts in the most impacted states outside of Region III.
 - I supported the stand up of five field offices in the Region to support Sandy recovery efforts. This included coordination with GSA for leasing and prioritizing staff and logistics based on survivor needs.
 - I developed Sandy-specific guidance to staff on travel, pay and administrative issues.
- I was responsible for staffing and resourcing in response to the Elk River Chemical spill in 2014. Three hundred thousand citizens in nine counties were without potable water.
 - For two weeks, I worked with staff on a 24-hour/day logistics operation to send water to staging areas for distribution to impacted communities. I supported the teams in the RRCC and in the field. I deployed and managed staffing in the field.
 - The operation was extremely challenging; water was transported by truck during the winter and a new system automated for tracking was being implemented. I worked closely with logistics staffing to ensure that tracking system was accurate and the water was being delivered on schedule. I oversaw and approved daily reporting to senior federal and state officials.
 - Millions of gallons were delivered to impacted citizens. It was the largest water support mission that FEMA ever undertook.

BUILDING COALITIONS

In 2011, flooding from Hurricane Irene and Lee devastated historic communities along the Susquehanna River. Thousands of homes were flooded; residents were displaced and living in temporary shelters or badly damaged homes. The state of Pennsylvania and FEMA planned to demolish many of the flooded homes and turn the land into permanently-preserved open space. Private property demolition with federal funds requires a federal historic review process which typically takes from a few weeks to months for a single home. Homeowners could not receive money to relocate until their home cleared the review process. There was a tremendous amount of pressure to cut corners and approve the demolitions quickly to provide disasters survivors with relief. Local and national historic preservation groups were concerned about the large number of demolitions and the loss of historic character in these communities. As the Regional Environmental Officer, I was responsible for the historic review process.

- I conducted outreach to those involved in the demolition process by conducting small meetings with local and state government officials and historic preservation officials. I attended community meetings, to explain the review process. Through a robust dialogue with input from flood survivors and the historic preservation community, I proposed an expedited process which allowed us to fast-track most demolitions and focus preservation and documentation efforts on the properties with the most significant historic value.
- I developed a memorandum of understanding in partnership with the Pennsylvania Emergency Management Agency (PEMA), and the Pennsylvania Historic and Museum Commission (PHMC), FEMA and the National Advisory Council on Historic Preservation that documented the expedited historic review process.
- I persuaded FEMA to fund a unique interdisciplinary team of community planners, GIS specialists, historic preservation and environmental specialists dedicated to the review process. With the increase in resources and the expedited process timeline for review was reduced to less than a week for most properties.
- I persuaded the PEMA and PHMC to contribute their expert staffing to the team and meet regularly to work out differences on properties with historic significance.
- I oversaw the day-to-day operations of the team and negotiated the demolition plans of controversial properties with the state and local governments. I had to convince historic specialists who were used to having weeks to do research independently to work together with the team to seek consensus and make decisions.
- I developed a workplan and timeline to complete 90% of the 500+ reviews in six months. I briefed Senior Leadership from PEMA and FEMA each week on progress in order to make them aware of and get buy in on controversial or unpopular decisions.
- I convinced FEMA and PEMA to fund mitigation measures that were meaningful. Instead of doing piecemeal mitigation that would sit on a shelf and be of little value, the PHMC received detailed documentation of historic properties that could be used in the future by researchers and the communities themselves.
- Pennsylvania was able to provide relief to flooded residents by getting them into permanent housing faster. This unique partnership became a benchmark for collaboration in the FEMA Environmental Planning and Historic Preservation Program.
- I was awarded the highest annual recognition in Region III for teamwork in 2012.

Additional Work Experience

Public Assistance Inspector/Specialist Federal Emergency Management Agency, Region III, Philadelphia, Pennsylvania	May 1998- March 1999
Environmental Protection Specialist Environmental Protection Agency, Office of Air and Radiation	April 1994-August 1996
Environmental Education Volunteer United States Peace Corps, Comoros Islands, East Africa	July 1992- September 1994

Education and Specialized Training

B.S. Environmental Studies. Minor in Biology. May 1992

Master of Environmental Management. May 1998

FEMA Pinnacle Leadership Program (300 hours) 2014/2015